

# TDOC Newsline

TENNESSEE DEPARTMENT OF CORRECTION

Winter

2005

## Tennessee Department of Correction Hosts State's First Criminal Justice Summit

### *Taking a critical look at Tennessee's criminal justice future*

**M**ore than 120 criminal justice professionals from across the state converged upon Nashville's historic Wyndham Union Station Hotel November 14-17, 2004 for the Tennessee Department of Correction's Criminal Justice Summit. This was a groundbreaking and first of its kind event, envisioned by Correction Commissioner Quenton White to affect definitive positive change in Tennessee's criminal justice system and to create a blue print for the future.

"Public officials and community agents must work together to streamline Tennessee's criminal justice system and develop solutions to key societal questions and concerns," said White. "We must begin to plan for the criminal justice future today, and we believe this summit served and will continue to serve as both a force of positive change as well as a catalyst to future change."

Approximately 50 criminal justice professionals throughout Tennessee were surveyed to determine what issues were most important for change or evaluation in the current system. The topics that the majority of respondents answered were "very or most important" became the focus for summit discussion groups. The topics were: prevention and rehabilitation, alternatives to incarceration and offender re-entry.

Primary participants in the criminal justice summit included representatives

from the Department of Correction, Board of Probation and Parole, the Administrative Office of the Courts, victim's rights organizations, the state Sheriff's Association, and the District Attorney and Public Defender's Conference. These individuals divided into three breakout groups on the first day and

*Commissioner Quenton White.*



*Steve Elkins, Deputy Legal Counsel to the governor*



*Roosevelt Noble facilitates Summit sub-group.*

addressed one of three key criminal justice issues in Tennessee. Participants reported six recommendations of proposed reform to the state's criminal justice system to the entire group on the second day of the summit. Deputy Legal Counsel to the Governor Steve Elkins delivered a special address to participants on the last day of the summit.

Those recommendations included:

- Sentencing some nonviolent felons to regional day reporting centers for drug and alcohol treatment, GED

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## Commissioner's Corner

**H**appy New Year TDOC! It's hard to believe that another year has come and gone. I hope that everyone had a joyful holiday season and enjoyed some quality time with your friends and families.



I want to express my thanks to you for your service and dedication, and also for your continued acceptance and support so that I can effectively lead this department. With that in mind, I'd like to urge you to continue to keep an open line of communication to me and the senior staff so that we can remain abreast of the issues that matter most to you as employees in the field.

I'd like to take a moment to reflect upon the successes and milestones that the department achieved in the past year. I think it goes without saying that 2004 was a very busy year and could fill pages with examples of successes in the past year. I'll share a few highlights with you...

- Expanded the department's focus to emphasize successful re-entry via an organization restructure.
- Successfully implemented the state's first Criminal Justice Summit, which resulted in recommendations for addressing the future of incarceration and how the state handles convicted felons.
- Dedicated the Correctional Employee Memorial at the Tennessee Correctional Academy.
- Gained successful approval of two (2) major capital prison expansions in Morgan and Bledsoe Counties.
- Health services administrators across the state worked to create the first State of TDOC Healthcare Report.
- Roll call re-implemented as a communications tool for staff at the institutions.
- New TDOC logo created.
- PAWS program at the Tennessee Prison for Women implemented.

As we welcome 2005, I want to focus on making it the year of the correctional employee. In my two years as commissioner, I have learned and experienced first hand that we would not be where we are without each and every employee's hard work and service.

I have many goals for the Department of Correction in the coming year and trust that we have the right staff in place to accomplish these tasks. I look forward to working with everyone to make these a reality. I wish you all the best in 2005! ■

## FEATURE STORY

# YWCA

## NewStart Pre-Release Program at the Tennessee Prison for Women

The YWCA's NewStart Program helps women bridge the gap between years of institutional life and the ability to lead self-reliant, crime-free lives. The 60-hour program, funded by TDOC, is designed to address the need for improved opportunities for women as they exit prison. The programmatic goal is to raise each woman's skills and readiness to deal with both work and personal relationships as she moves toward this new phase of her life. Additional emphasis will be placed on work preparation, career options and utilization of community supports to assist her ability to live independently.

All NewStart staff is trained in both classroom instruction/facilitation and individual case management. During one week of non-teaching time between courses, staff provide case management, readiness for post-release living, assistance in securing employment and housing, and individual case management routinely or on an as-needed basis. NewStart participants may schedule individual sessions for assistance with housing and job placement, interview preparation, transitioning issues, and family and personal matters.

## Domestic Violence Support

Fifty percent of NewStart participants report having experienced domestic violence in their lives. In June 2003, the YW initiated weekly support group sessions, available to all of the women at TPFW, that focus on issues of domestic violence and the subsequent effects of violence within the home related to children's abilities to thrive. This project, a joint effort of NewStart and the YW's Domestic Violence Center, is primarily funded by Federal STOP (Stop Violence Against Women) monies and is designed to increase awareness about the dynamics of domestic violence and give incarcerated women effective tools for addressing violence in all its forms, while in prison and following release.

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## NATIONAL INSTITUTE OF CORRECTIONS (NIC) SELECTS TDOC FOR MANAGEMENT DEVELOPMENT FOR THE FUTURE TRAINING PROGRAM

The Tennessee Department of Correction is one of only a few states selected to team up with the National Institute of Corrections (NIC) to provide a training program called Management Development for the Future. This program is designed for mid-level managers who are interested in becoming senior-level leaders.

Twenty-eight departmental employees have been selected to participate in the program, which is divided into three phases (36 hours per phase) conducted over an 18-month period. The program phases address strategies that help participants deal with change, understand the emerging role of the correctional manager, and build organizational capacity. Technological advances to enhance the learning experience, such as e-learning may also be included.

A selection committee was formed to process and evaluate applications of interested employees that met the following guidelines:

- Be interested in developing their leadership skills
- Currently occupy a supervisory position within the department
- Has been with the department a minimum of three years
- Have an interest in achieving a management role within the department
- Plan to continue on their career path in corrections

NIC training kicked off December 6-9, 2004 in Nashville at the Scarritt-Bennett Conference Facility near Vanderbilt University. The training program will continue again in approximately six months, and with the last session held in October or November of 2005.

Congratulations to the following employees selected to participate in this unique training program:

**BMCX** - Robert Walls and Douglas Garrett  
**CBCX** - Rivers Perry and Mike Johnson  
**CENTRAL OFFICE** - Eric Hardison, Valerie Oliver, Brandon Maloney, James Brown and Pam Ryan  
**DSNF** - Roderick Scott and Darlene Scott  
**MLCC** - Delores Hassell and Janet Riddle  
**NECX** - Todd Wiggins and Sharon Taylor  
**NWCX** - Steve Gatlin  
**RMSI** - Burton Mixer and Sandra Hall  
**STRSCF** - Terry Maynard and Carl Owens  
**TCIP** - Michael Roberts and Mark David Turney



**TPW** - Betty Allison and Grace Isuduy

**WCBC** - Scotty Smith

**WTSP** - Vicky Kirby and Stanton Heidle

**TCA** - Patrick Ryan

The National Institute of Corrections is an agency within the U.S. Department of Justice, Federal Bureau of Prisons, located in Washington, D.C. and Longmont, CO. A director, appointed by the U.S. Attorney General is in charge of running the institute. A 16-member advisory board, also appointed by the Attorney General, provides policy direction to the institute.

NIC provides training, technical assistance, information services and policy/program development assistance to federal, state and local corrections agencies. NIC also provides leadership to influence correctional policies, practices, and operations nationwide in areas of emerging interest and concern to correctional executives and practitioners as well as public policymakers. ■

## SOUTHEASTERN TENNESSEE STATE REGIONAL CORRECTIONAL FACILITY CELEBRATES 25TH ANNIVERSARY



*Commissioner Quenton White presents Warden Virginia Lewis with 25th Anniversary Plaque.*

**T**ennessee Department of Correction officials celebrated Southeastern Tennessee State Regional Correctional Facility's 25th Anniversary on Wednesday, December 1, 2004.

The anniversary celebration was held in the visitation gallery

with featured speakers TDOC Commissioner Quenton I. White and Wardens Virginia Lewis, Linda Dodson and Howard Carlton. Twelve employees known as the "STSRFC Charter Members" who began working at the prison when it opened 25 years ago, were recognized for their dedication and service. Retirees and family members of deceased employees were also recognized.

Commissioner White took time to reflect on the past and present day successes of the facility, such as the remarkable work of the inmate work crews. He also offered a glimpse into the future with a major expansion slated in the next few years. "We have so much to look forward to in the coming years with Southeastern Tennessee State Regional Correctional Facility about to undergo a \$144 million dollar expansion. In the next couple of years, we will add 16 new buildings and renovate several existing structures, adding approximately 344,600 square feet of new construction for a total of a 565,303 square foot facility upon completion," said White.

"It goes without saying that expanding this facility in the manner described, there will be a great need for new employees to help us operate this facility 24 hours a day, 7 days a week, 365 days a year. Bringing new jobs to this area is a win-win for the community and also for the staff at Southeastern Tenn. State Regional Correctional Facility," White added.

Southeastern Tennessee State Regional Correctional Facility officially opened on December 1, 1979 as the Bledsoe County Regional Correctional Facility. It is a time-building institution with a medium security designation, situated on approximately 2,200 acres approximately 15 miles from Pikeville, Tennessee. The facility has a staff of 321 men and women responsible for safeguarding the community by supervising approximately 950 male inmates. ■

### ***Criminal Justice Summit...***Continued

classes and job training.

- Sending felons ending their prison sentences to live in transition centers where they will receive counseling and skill training to prepare for re-entry into society.
- Create a seamless framework of rehabilitation services to take felons from prison through their entire re-entry into society.
- Give parole officers option other than re-incarceration for technical parole violators.
- Research and collect success stories from other states for decreasing inmate populations and costs backed by measurable results.
- Create special drug courts in each judicial district

where judges have the option of sentencing some offenders to treatment centers instead of prison.

A comprehensive action plan is being developed by an additional set of participants, and will hopefully serve as a blue print for the future of criminal justice in Tennessee and as a model for other criminal justice systems across the country. A criminal justice summit is already in the works for 2006 and will address the details of implementing the recommended changes.

The summit was primarily conducted and managed by James A. Wilson, Ph.D., a Fordham University Criminologist experienced in working within a state criminal justice system. ■

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## EDUCATION COMMISSIONER VISITS TENNESSEE PRISON FOR WOMEN AND TRICOR'S TCAP TEST DISTRIBUTION CENTER

Tennessee Department of Education Commissioner Lana Seivers joined Correction Commissioner Quenton White, TRICOR TCAP General Manager Al Pond and others on Tuesday, September 28, 2004 for a tour of the TCAP Test Distribution Center located at the Tennessee Prison for Women.

Commissioners Seivers and White visited with the inmates employed by TRICOR's test distribution center and responsible for distributing all the necessary test materials to all Tennessee schools for the testing of students as required by the Department of Education. Seivers personally thanked the women for their hard work and dedication to preparing test materials for schools across the state.

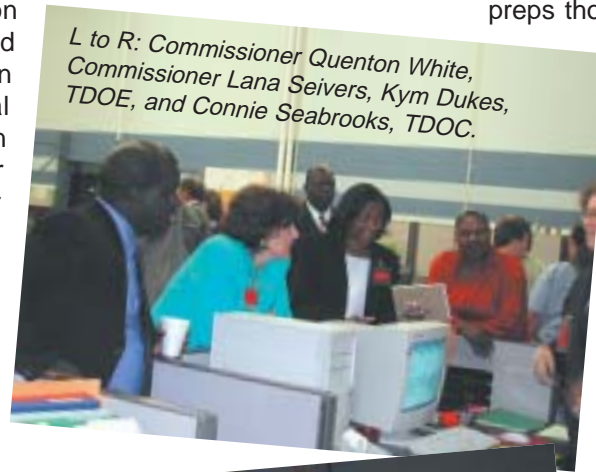
The TCAP test distribution center has two locations, MetroCenter and the Tennessee Prison for Women, both in Nashville. The MetroCenter warehouse performs shipping and receiving responsibilities and stores testing materials. TPFW provides the administrative services such as shipping orders, labeling, and inventory control. It also packs each school's orders and

preps those orders for shipping. Completed orders are then transferred to the MetroCenter location for shipping. Once there the orders are processed for shipping via UPS or truck lines.

The test distribution center employs 14 inmates at the MetroCenter warehouse and 20 inmates at TPFW plant. They are employed year round on a full time basis. They perform administrative services, pack, and ship test materials for seven different tests that may be administered during approximately sixteen different testing cycles for each school year. Once these inmates have completed a year of employment with TRICOR, they are also provided life skills training by TRICOR to aid them in the ability to obtain gainful employment upon their release.

TRICOR'S TCAP Test Distribution Center serves a two-fold purpose.

First is to provide a service for the Department of Education at a reduced cost to Tennessee taxpayers and the second is to serve as a means of rehabilitation for prison inmates. ■



L to R: Commissioner Quenton White, Commissioner Lana Seivers, Kym Dukes, TDOE, and Connie Seabrooks, TDOC.



Commissioner Lana Seivers meets with inmates.

## TENNESSEE REENTRY COLLABORATIVE MEMBERS MEET TO DISCUSS THE FUTURE OF REENTRY

The Tennessee Department of Correction and the Board of Probation and Parole hosted a kick off meeting of the Tennessee Re-entry Collaborative (TREC) on October 14, 2004 in Nashville in order to chart the course for inmate reentry processes in Tennessee.

The meeting and brainstorming session was facilitated by Becki Ney with the Center for Effective Public Policy in Washington, DC and was attended by a broad-based group representing state and local government agencies and non-profit groups. Stakeholder groups included TDOC, BOPP, TRICOR, Oversight Committee on Corrections, Department of Finance and Administration, Department of Veterans Affairs, Department of Human Services, Department of Education, Department of Mental Health and Developmental

Disabilities, Reconciliation Ministries, Smith Barney, Dismas, Inc., Project Return, Inc., Nashville Adult Literacy Council and the Knoxville Police Department.

TDOC Commissioner Quenton White addressed the group, stressing the importance of the group's task to facilitate reentry and the massive fiscal and social costs incumbent in doing business as usual. Tennessee Board of Probation and Parole Chairman Charles Traughber added that our duty is to work together to improve public safety in Tennessee.

The meeting included a brainstorming session centered on how to better leverage resources and how to make reentry more effective. TREC members determined what the next steps should be, identified missing stakeholders, what processes should be employed to proceed, and the structure and roles for the group. TREC members committed to work together over the coming months to improve public safety in Tennessee by enhancing the inmate reentry process. ■

# Statewide News

## WEST TENNESSEE

**WTSP-** WTSP has been in the planning stages for several months to create a museum on prison property. The museum's focus will be the history of Fort Pillow Prison and Farm, which opened in 1937 (approx.). The first inmates



were housed in an old school building that was converted into barracks and was on the property

when the prison land was originally purchased. The museum will be located in the existing checkpoint building in front of the closed prison, and will outline the history of Fort Pillow Prison and Farm, WTSP and the Department of Correction. WTSP hopes to have the museum ready for dedication and opening by April 2005.

**MLCC-** Deputy Warden Charles Banks has coordinated several tours of MLCC with area schools and church groups including Humes Middle School, Sherwood Middle School, Frayser High School, Coory Middle School and Youth for Christ. The tours are named "Keeping It Real" and they have been very successful in showing students that prison is not a place they would want to be.

**NWCX-** Warden Tony Parker, Instructor Steve Jones and

other NWCX staff attended a ribbon cutting ceremony at Willingham Baptist Church on November 3, 2004. Jones and his work crew rebuilt the church after it was demolished by a tornado on May 11, 2003. The ceremony was the front-page article in the November 10, 2004 edition of the Lake County Banner!

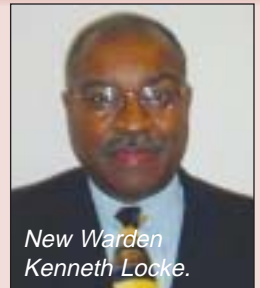
**WCBC-** It seems WCBC employees are always working together not to just get the job done but helping co-workers who are going through difficult times. In October, Correctional Officer Jim Williams and his family were flood victims and lost many personal belongings. WCBC employees pulled together and raised approximately \$1200.00 to help out. In the meantime, WCBC staff helped raise \$234.34 to assist TPW employee Alice Butler whose tragedy was more than any of us could imagine. On Wednesday, November 24, 2004 Correctional Officer Nicky Herndon's wife, Amanda was severely burned when a gas leak caused an explosion at her place of business. She was sent to Vanderbilt Burn Unit and remained there for several weeks. Approximately \$500.00 dollars was taken to Nicky at the hospital on different occasions. Sgt. Stephen Pevahouse and his wife Selena went the extra mile to keep their children so they could attend school while Nicky stayed at the hospital. ■

## MIDDLE TENNESSEE

**Central Office-** TDOC staff in central office opened their hearts and pantries to the Second Harvest Food Bank during the month of December. The food bank experienced a food shortage and desperately needed food items such as canned fruits, canned meats, dried beans, rice, macaroni and cheese and peanut butter. TDOC donated five large boxes full of food items requested by Second Harvest Food Bank!

**RMSI-** On December 16, Riverbend hosted a retirement celebration for two long-time employees. Counselor III Richard Merchant has been with TDOC since 1981 and has been a Riverbend employee since the facility opened. C.O. James Potridge has been with TDOC for 17 years. He went to work for TSP in 1983 and joined the Riverbend staff in 1990. Wish them well as they begin this next phase of their lives.

**CBCX-** Congratulations to Kenneth Locke who was appointed CBCX's new warden during the quarterly warden's meeting in Knoxville October 10-12, 2004.



New Warden  
Kenneth Locke.

**TCA-** October 28-29, 120 selected institutional personnel and parole officers participated in the Academy's first Victim Awareness training program. The event, which was coordinated by Sheryl DeMott of TDOC's Victim Services section, featured several guest speakers along with numerous workshops targeting victim communication and relationship issues.

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## Statewide News Continued

### MIDDLE TENNESSEE continued...

**DSNF-** DSNF named the following staff members as Employees of the Month: October, Correctional Officer Sherri Smith; November, Training Specialist James Bradford and December, Correctional Officer Bobby Hill.

**TPFW-** The first PAWS (Puppies Achieving Worthy Service) graduation was held on 10/25/04 at TPFW.



The four dogs, which arrived at TPFW on July 1, were graduated from the four-month "socialization" program on that date.

Eight inmates (one primary and one back-up trainer for each canine) learned to work with the dogs, received from the Nashville Humane Association, to increase their obedience levels and adoptability. The program is intended to evolve into an even more comprehensive training program that will include the inmate trainers' acquisition of dog grooming skills, and the enhanced training of later groups of dogs to become 'service' canines utilized to aid disabled individuals in the community. This program would not be possible without the assistance of volunteer trainers from PetSmart and veterinarians with the Richland Animal Hospital, along with the cooperation and interest of TPFW staff, particularly those associated with Unit 1 where the program is housed. ■

### EAST TENNESSEE

**STSRCF-** In January 2002, Officer Gary Depaulo was activated with the 3397th Garrison Support Brigade provision at Fort Campbell, Kentucky. After almost two years serving our country in Operations Enduring Freedom, Iraqi Freedom and Homeland Security, Officer Depaulo returned safely to his loved ones and co-workers at STSRCF.



On Oct. 15, 2004, Officer Depaulo presented certificates of appreciation to Commissioner Quenton White and Warden

Virginia Lewis for the department's support during his absence from work. Depaulo expressed his appreciation for ensuring that while he was away, his family was provided for and he was able to concentrate on his military duties.

**BMCX-** BMCX recognizes employees who have gone above & beyond to save an inmate's life. Lt. Jackie Rather & Sgt. Fred James, Morgan Site, recently reacted quickly when a fight broke out on the compound resulting in less serious injuries to one inmate by their quick reaction. Sgt. Terry Caldwell, Brushy Site, also responded quickly to assist an inmate who was choking, thus saving the inmate's life. Congratulations to these staff members whose quick reaction saved lives.

**NECX-** This Christmas, more than 200 children will receive a bicycle as a Christmas gift thanks to the staff and inmates at NECX. Since 1998, the staff and inmates of NECX Main Annex have participated in a project to restore old bicycles donated by the community. While two local groups in the community are the primary donors of the bicycles received at the Annex, local churches and NECX staff also donate old bicycles and supplies to the project. When the restoration process is complete, the bicycles are picked up and distributed to children in time for Christmas by volunteers who often work with schools and churches to determine children who will receive the gift.



Minimum security inmates volunteer to work year round on the bicycle project to ensure each bicycle delivered is in sound mechanical condition and looks as if it just came off the floor of a bicycle store. Inmates average about 400 volunteer hours of hard work each month restoring the bicycles, which includes a fresh custom paint scheme. The 15 or so inmates who volunteer their time do so because they want to provide the gift of a bicycle to less fortunate children. The volunteer spirit of this true community project is evident in the long-term success of the program that, since 1998, has donated more than 1,000 bicycles. ■



## Close-up on

*Donald Boatright*

M.D.



**I** Just in case you haven't heard... there's a new doctor in the house.

Commissioner White and Health Services Director Donna White were pleased to announce the addition of Donald Boatright, MD to the Tennessee Department of Correction team in September 2004 as the department's full-time medical director.

Prior to joining TDOC, Dr. Boatright served as Associate Professor of Medicine at Meharry Medical College and Director of Medical Ambulatory Care Clinics for the Meharry-Metropolitan General Hospital. During his tenure at Meharry, Dr. Boatright served as Chief of Medical Services for Nashville Metro General Hospital, Vice President of the Medical Executive Committee, Associate Director of the Bordeaux Long-Term Care Facility and Medical Consultant to the Department of Veteran Affairs.

But Dr. Boatright isn't a new face to TDOC. In fact, his experience with the Department of Correction spans some 15 years. He has previously served as Medical Director for the Tennessee Prison for Women, Charles Bass Correctional Complex and Medical Consultant for the Lois DeBerry Special Needs Facility.

Dr. Boatright is a graduate of Meharry Medical College and holds board certification in Internal and Emergency Medicine. He is also a fellow in the American College of Physicians.

Let's welcome Dr. Boatright back to the TDOC family!

## Congratulations to Sheryl DeMott

**S**heryl DeMott received a certificate of appreciation from the Tennessee Economic Council of Women for the work she does on behalf of women and girls in Tennessee. Sheryl was nominated for an "E" award for her volunteer work with victims of homicide, co-facilitating a therapy group for Victim Intervention Program and for her grief work for Alive! Hospice (spouse grief group and children's grief camp.)



Sheryl's volunteer work helps those who experience negative life changes because of violence and death to find tools to handle their trauma, stress and grief so they do not remain victims. Her effort helps victims become survivors with a purpose, with the ability to function and become economically productive as they recover from their grief experiences.

The Economic Council on Women develops and advocates solutions to address women's needs to help women achieve economic autonomy. The "E" awards are given to those who promote economic excellence and equity for women in Tennessee. This year's awards were presented by First Lady Andrea Conte, who also founded and presides over You Have the Power, Inc., a victim-advocacy agency inspired from her own experience as a victim of crime.

## Introducing...Dr. Jeanine Miller

**A**ssistant Commissioner of Rehabilitative Services Jim Cosby announced the appointment of Dr. Jeanine Miller as Director of Mental Health Services in November 2004.

Miller holds a PhD from Vanderbilt University and came to central office from Charles Bass Correctional Complex, where she served as the mental health coordinator.

Let's extend a warm welcome and congratulations to Jeanine!



# Protect Yourself and Your Good Name

It seems that with today's exchange of information that we need to be conscious of whom we share our personal information with.

I'm sure you saw the news about the letters being received telling you that you have won a lottery in a foreign country. FALSE! You got an email from Union Planters Bank about your accounts to make sure everything is up to date. FALSE. You get another e-mail from Pay Pal asking you to verify your information with them. DON'T.

These are just a few of the scams that people are using to gain access to your personal account information for fraud purposes. Three days after you reply to one of the "fishing" e-mails, you check your bank balance and your money is gone. If you're lucky the perpetrators used your debit/credit card number and your bank offers fraud protection so you will eventually get your money back. Not all banks offer this service so you may want to check just to be safe.

There are some simple things that you can do to protect yourself from these con artists.

- 1: If you don't know whom the e-mail is from, DELETE it. If it is someone you know they will be asking why you didn't reply. Tell them you didn't recognize the senders address and to be safe your trashed it.

- 2: Never give anyone banking information via an e-mail that you received. If it is from your bank, call them and ask what the e-mail is about. A word of warning any time you are being asked the routing/transit number for your bank account... RUN. With this information and your account number they can electronically drain your account.

- 3: If an Internet service provider ever sends you an e-mail asking for your user ID and password CALL them. They have no reason whatsoever to ask you for this information and they won't.

- 4: If you are getting lots of junk mail, NEVER reply to be removed. Most times if you do you will start getting even more since you have verified that your address is valid and will be sold.

The moral to this story is if you get e-mail that you didn't request DELETE it. If it is from a company that you deal with, CALL them. If you have any doubt about the validity of the mail be suspicious. More than likely it is someone trying to steal you hard earned money.

These scams pick up around the holidays and it seems like this year is no exception.

William Howell, IRSS5  
TDOC Central Office

**YWCA...**Continued

## Non-Traditional, Demand Occupations (NTO)

The YW was recently funded by a grant from the Rockefeller Foundation to develop a Non-traditional Employer-Employee Alliance, designed to prepare women for and place them in non-traditional, demand occupations. The Alliance will match women exiting prison with companies that need workers, are interested in tapping women as a source of labor, and have limited experience in hiring and retaining women as employees. The YW will target companies in three sectors: skilled trades, technical jobs and commercial truck driving. Through a collaborative effort between NewStart, The Rockefeller Foundation, and the Next Door Halfway House, several women were placed in non-traditional jobs in Nashville within the past three months.

For more information about NewStart, contact Theresa Boyd at the Nashville YWCA at (615) 269-3180. ■